

# Coaching and Counseling

*A Practical Guide for Managers and Team Leaders*

Third Edition

**Marianne Minor**

## ***A Crisp Fifty-Minute™ Series Book***

This Fifty-Minute™ book is designed to be “read with a pencil.” It is an excellent workbook for self-study as well as classroom learning. All material is copyright-protected and cannot be duplicated without permission from the publisher. *Therefore, be sure to order a copy for every training participant through our Web site, [www.courseilt.com](http://www.courseilt.com).*

# Coaching and Counseling

*A Practical Guide for Managers and Team Leaders*

Third Edition

**Marianne Minor**

## **CREDITS:**

Product Manager: **Debbie Woodbury**

Assistant Editor: **Genevieve McDermott**

Production Artist: **Nicole Phillips, Rich Lehl, and Betty Hopkins**

Manufacturing: **Julia Coffey**

Production Artist: **Zach Hooker**

Cartoonist: **Ralph Mapson**

COPYRIGHT © 1989, 1996, 2002 Axzo Press. All Rights Reserved.

No part of this work may be reproduced, transcribed, or used in any form or by any means—graphic, electronic, or mechanical, including photocopying, recording, taping, Web distribution, or information storage and retrieval systems—without the prior written permission of the publisher.

Visit us online at [www.courseilt.com](http://www.courseilt.com)

## **Trademarks**

Crisp Fifty-Minute Series is a trademark of Axzo Press.

Some of the product names and company names used in this book have been used for identification purposes only and may be trademarks or registered trademarks of their respective manufacturers and sellers.

## **Disclaimer**

We reserve the right to revise this publication and make changes from time to time in its content without notice.

**ISBN 10:** 1-56052-655-6

**ISBN 13:** 978-1-56052-655-1

Library of Congress Catalog Card Number 2001093516

Printed in the United States of America

9 10 11 09 08 07

# Learning Objectives For: \_\_\_\_\_

## COACHING AND COUNSELING

The objectives for *Coaching and Counseling, Third Edition*, are listed below. They have been developed to guide the user to the core issues covered in this book.

### **THE OBJECTIVES OF THIS BOOK ARE TO GUIDE THE USER:**

- 1) Discover how to coach employees to develop job skills
- 2) Learn how counseling can help employees remove barriers to performance
- 3) Explore criteria on whether to coach or counsel
- 4) Understand a model for giving effective feedback
- 5) Translate the principles of coaching and counseling into action

### **ASSESSING PROGRESS**

A Crisp Series **assessment** is available for this book. The 25-item, multiple-choice and true/false questionnaire allows the reader to evaluate his or her comprehension of the subject matter.

To download the assessment and answer key, go to [www.courseilt.com](http://www.courseilt.com) and search on the book title.

*Assessments should not be used in any employee selection process.*

## About the Author

Marianne Minor has been the president of her own consulting firm since 1986. Her firm focuses on leadership and organizational development and is currently located in Santa Barbara, California. Marianne has 15 years of experience in coaching senior level executives and designing and delivering management and leadership workshops. She has worked internationally in both the private and the public sectors to assist managers and organizations develop high performance. She is also a licensed clinical social worker. She has taught in graduate management programs at San Jose State University, San Diego State University, and the University of San Francisco.

The author may be contacted through Crisp Publications.

## *How to Use This Book*

This *Fifty-Minute™ Series Book* is a unique, user-friendly product. As you read through the material, you will quickly experience the interactive nature of the book. There are numerous exercises, real-world case studies, and examples that invite your opinion, as well as checklists, tips, and concise summaries that reinforce your understanding of the concepts presented.

A Crisp Learning *Fifty-Minute™ Book* can be used in variety of ways. Individual self-study is one of the most common. However, many organizations use *Fifty-Minute* books for pre-study before a classroom training session. Other organizations use the books as a part of a system-wide learning program—supported by video and other media based on the content in the books. Still others work with Crisp Learning to customize the material to meet their specific needs and reflect their culture. Regardless of how it is used, we hope you will join the more than 20 million satisfied learners worldwide who have completed a *Fifty-Minute Book*.

# Preface

This book is for anyone who wants to influence, direct, teach, or motivate others, either formally as a manager or supervisor, or informally as a team leader, or even a team member.

Coaching and counseling are skills that can be learned through practice, persistence, and patience. If you have a genuine desire to develop and support others and the self-discipline to practice the specific strategies, you can become proficient in these areas.

The third edition of *Coaching and Counseling* explains further benefits to coaching and counseling, and provides more descriptions of work situations, relevant to today's evolving workplace, that may require coaching and counseling. In addition, special pointers have been added to help you analyze skill, motivational, and resource deficits, with updated case studies to help illustrate each point.

The rewards from improving your coaching and counseling skills are many. You can use these skills to create optimal working conditions including proper orientation and training for employees, establishing clear responsibilities and standards, providing appropriate guidance and support during times of transition, and insuring increased motivation and productivity through effective feedback.



Marianne Minor

## *Dedication*

This book is dedicated to my husband, Gregory C. Paraskou, who is one of the world's great coaches.

# Contents

## **Part 1: Coaching and Counseling**

Definitions of Coaching and Counseling .....	3
The Benefits of Coaching .....	4
The Benefits of Counseling .....	6

## **Part 2: When to Coach or Counsel**

Developing Your Awareness .....	18
Symptoms of Performance Problems .....	21
Root Causes of Performance Problems .....	22
Personal Problems that May Affect Job Performance .....	25
Depression .....	26
Grief Reactions .....	28
Hostility (that Could Lead to Violence) .....	30
Chemical Dependency .....	32
Case Studies: Evaluating Your Skills .....	34

## **Part 3: Giving and Receiving Feedback**

Making Feedback Effective .....	39
Four Types of Feedback .....	40
Case Studies: Giving Feedback .....	51
Be a Positive Role Model .....	54

**Part 4: Plan and Conduct Coaching and Counseling Sessions**

Preparing for a Coaching or Counseling Session .....	57
Ten Guidelines for Conducting a Successful Coaching Session .....	59
Ten Guidelines for Conducting a Successful Counseling Session .....	61
Case Studies: Making a Plan .....	63
Performance Appraisal Guidelines .....	69
What to Do When All Else Fails .....	70
Disciplinary Action—The Last Alternative .....	71

**Part 5: Appendix**

Personal Action Plan .....	77
Author's Suggested Responses .....	78
Additional Reading .....	83





---

*P A R T*

---

1

# Coaching and Counseling

---

---

# Definitions of Coaching and Counseling

**Coaching:** A directive process conducted by a manager to train and orient an employee to the realities of the workplace and to help the employee remove barriers to optimum work performance.

**Counseling:** A supportive process conducted by a manager to help an employee define and work through personal problems or organizational changes that affect job performance.

Coaching and counseling share many of the same skills, such as listening, showing empathy, asking questions, providing information, and creating action plans. At times, they may seem to overlap.

## A good manager...

- Can begin a session with counseling, and realize, in the moment, the need to switch to coaching or vice versa depending on whether there is a skill, motivational, or resource deficit. These will be covered in depth in the next section.
- Helps employees be successful by monitoring and observing job performance on an ongoing basis. This does not mean micromanaging, but rather being able to delegate the right work to the right employee at the right time.
- Gets employees ready for new tasks or assignments that require new skills. A good manager knows how to provide direction, support, feedback, and training to help employees achieve performance expectations.

# The Benefits of Coaching

It is vital to believe there will be personal payoff before we decide to change our behavior and invest time and energy acquiring new skills. This is especially true for committing to become the best possible coach or counselor, as these types of conversations can be awkward or even anxiety producing for many managers. It is easier to go into denial and hope performance problems will get better without dealing with them directly. Unfortunately, just the opposite is true—they usually get worse, not better, when ignored.

Why should you improve your coaching skills? See if you agree with the author by deciding which statements are true and which are false. Compare your answers with those of the author at the bottom of the page.

True	False	<b>Coaching...</b>
<input type="checkbox"/>	<input type="checkbox"/>	1. Makes your job easier because employees have the right skills for the job.
<input type="checkbox"/>	<input type="checkbox"/>	2. Enables you to delegate responsibilities and empower your employees.
<input type="checkbox"/>	<input type="checkbox"/>	3. Builds your reputation as a manager who drives for results and develops people.
<input type="checkbox"/>	<input type="checkbox"/>	4. Increases employees' commitment to results because they know what the performance expectations are and how to achieve them.
<input type="checkbox"/>	<input type="checkbox"/>	5. Develops collaboration between team members because they have to coach each other.
<input type="checkbox"/>	<input type="checkbox"/>	6. Increases employee motivation and initiative because positive recognition and feedback are given.
<input type="checkbox"/>	<input type="checkbox"/>	7. Helps improve the quality of your employees' work.
<input type="checkbox"/>	<input type="checkbox"/>	8. Helps avoid surprises and defensiveness during performance appraisals.
<input type="checkbox"/>	<input type="checkbox"/>	9. Helps increase creativity and innovation.
<input type="checkbox"/>	<input type="checkbox"/>	10. Increases team cohesion due to clarified goals and roles.

*Answers: If you thought all 10 statements were true, then you agree with the author.*

---

## WHY MANAGERS AVOID COACHING

---

Do you find yourself avoiding coaching? Listed below are 20 typical reasons why managers avoid coaching. Check (✓) those that apply to you.

**I avoid coaching because:**

- 1. I don't have time.
- 2. I don't know how to give feedback.
- 3. I don't want to scare or overwhelm a new employee.
- 4. Coaching feels awkward.
- 5. No one coached me, so I have no role model to emulate.
- 6. I have too many employees to worry about.
- 7. I didn't set initial goals with the employee.
- 8. The employee won't listen to feedback.
- 9. The employee should be able to figure things out on his own.
- 10. The employee will think something is seriously wrong and might quit.
- 11. The employee doesn't ask for help.
- 12. Performance is "almost" acceptable.
- 13. I will feel intimidated by the employee's reaction.
- 14. The employee is motivated and doesn't need feedback.
- 15. The employee gets defensive.
- 16. The employee needs more time to learn the job.
- 17. I get defensive when questioned about specific examples of performance issues.
- 18. My expectations are obvious; the employee should know what to do.
- 19. Nobody coached me and I figured out my job.
- 20. I don't care if the employee is developed.

# The Benefits of Counseling

Why should you improve your counseling skills? Read each of the following statements below. Check (✓) true or false, then compare your answers to with those of the author at the bottom of the page.

True	False	<b>Counseling...</b>
<input type="checkbox"/>	<input type="checkbox"/>	1. Improves productivity of your business because you foster open communication.
<input type="checkbox"/>	<input type="checkbox"/>	2. Increases retention because employees feel heard and problems get resolved constructively.
<input type="checkbox"/>	<input type="checkbox"/>	3. Helps alert you to problems or resistance that can occur following organizational changes.
<input type="checkbox"/>	<input type="checkbox"/>	4. Increases efficiency of your business because you understand the motives and needs of each employee and how he will react to organizational events.
<input type="checkbox"/>	<input type="checkbox"/>	5. Reduces conflict and preserves teamwork.
<input type="checkbox"/>	<input type="checkbox"/>	6. Helps you anticipate and prevent problems before they occur.
<input type="checkbox"/>	<input type="checkbox"/>	7. Improves your decision making because everyone's ideas are heard, and employees' strengths and abilities are utilized.
<input type="checkbox"/>	<input type="checkbox"/>	8. Improves your career opportunities because you will be known as a manager who can motivate employees and build constructive working relationships with bosses and peers.
<input type="checkbox"/>	<input type="checkbox"/>	9. Increases your confidence level and personal satisfaction in your job.
<input type="checkbox"/>	<input type="checkbox"/>	10. Improves your awareness of others when you learn to really listen to understand.

*Answers: The author knows that all 10 statements are true. Did you agree?*

---

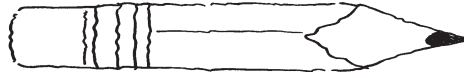
## WHY MANAGERS AVOID COUNSELING

---

There are numerous benefits of counseling but many managers still avoid it. If this describes you, take heart—you are not alone. Other managers gave the following reasons for why they avoid counseling. Check (✓) any reasons that describe why you avoid it.

### I avoid counseling because:

- 1. I don't have time.
- 2. Feelings are not related to getting the work done and are not my domain.
- 3. Counseling is for psychologists and psychiatrists.
- 4. I don't like conflict.
- 5. The employee won't listen to advice.
- 6. I think feelings about organizational changes are a waste of time, and I just want them to get the job done.
- 7. Feelings and concerns may go away.
- 8. I am afraid to share my own feelings.
- 9. I am afraid to give the wrong advice and be blamed for it.
- 10. Employees' career decisions are personal.
- 11. I fear uncovering frustration, complaints, and dissatisfaction that I can't do anything about.
- 12. I don't want to feel responsible for solving the problems of the employee when I have enough problems of my own.
- 13. I lack self-confidence and know-how.
- 14. Employees may become dependent on me for empathy and advice.
- 15. Performance problems will resolve themselves over time.
- 16. I don't know how to explore my goals or manage my own career, let alone those of others.
- 17. I feel a loss of control when the employee cries or gets angry.
- 18. I don't have any solutions for the problems.
- 19. I over-identify with the employee's feelings or situations and can't be objective.
- 20. I don't have faith in the employee.



## CHARACTERISTICS OF EFFECTIVE COACHES

Below are 20 characteristics employees have used to describe managers who are effective coaches. Please rate yourself by circling the most appropriate rating and then add all circled numbers to determine your total score.

---



---

1 = Seldom displayed    2 = Sometimes displayed    3 = Almost always displayed

---



---

### As a coach, I:

- |  |   |   |   |
|--|---|---|---|
| 1. Give assignments that capitalize on employees' strengths  | 1 | 2 | 3 |
| 2. Give employees visibility with higher-level managers and customers  | 1 | 2 | 3 |
| 3. Provide freedom for employees to do their jobs  | 1 | 2 | 3 |
| 4. Set standards of excellence   | 1 | 2 | 3 |
| 5. Orient the employee to company values and business strategies   | 1 | 2 | 3 |
| 6. Hold the employee accountable   | 1 | 2 | 3 |
| 7. Protect the employee from undue stress  | 1 | 2 | 3 |
| 8. Encourage the employee when she is discouraged or about to undertake new or difficult assignments                               | 1 | 2 | 3 |
| 9. Provide information about the company's vision, products, and goals, and the employee's role in the attainment of company goals | 1 | 2 | 3 |
| 10. Make performance expectations and priorities clear   | 1 | 2 | 3 |
| 11. Take time to build trust   | 1 | 2 | 3 |
| 12. Provide appropriate training and support when needed   | 1 | 2 | 3 |

CONTINUED



CONTINUED

13. Solicit and listen to the employee's ideas even when I disagree	1	2	3
14. View the employees as partners and critical to the success of the company	1	2	3
15. Serve as a good role model	1	2	3
16. Won't let the employee give up	1	2	3
17. Don't divulge confidences	1	2	3
18. Explain reasons for decisions and procedures and give advance notice of changes whenever possible	1	2	3
19. Provide employees feedback about their job performance	1	2	3
20. Give employees recognition when they deserve it	1	2	3

**Summary****TOTAL** \_\_\_\_\_

50-60	Excellent
40-49	Fair to Good
below 40	Needs Improvement

Now choose three characteristics that need the most improvement and write them below:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

The following page has an assessment for you to photocopy. Give it to one or more of your employees who is capable of assessing your skills as a coach.

Coaching is a relatively new profession and because it implements skills drawn from counseling, the difference between the two may require reasonable understanding. So, let's say you want to learn to drive a bike. If you hired a Counselor: He would delve into your past to discover what kind of experiences you have had with automobiles. Then, motivate you to shed your fears and learn driving. Coaching, mentoring and counseling are widely different, and each has different objectives and benefits. Know which is which to make a wise choice. No matter who you are in life, we can all do with a helping hand, a shoulder to lean on, or someone to shine a light on the path ahead. Fortunately, there are many empathic people who would love to assist us with our challenges, and they fulfill various roles. You can sign up for either coaching, mentoring or counseling, but how will you know which one suits you? Counseling vs. Coaching. My first "counselor" job was back in '91, but by today's definition, the approach would have more closely aligned with a "coaching" practice. Boiled down to its simplest form, counseling looks back while coaching looks forward. Counseling is more problem-focused - exploring the root cause (past) of feelings to arrive at acceptance and resolution with the patient or client in a subordinate role.